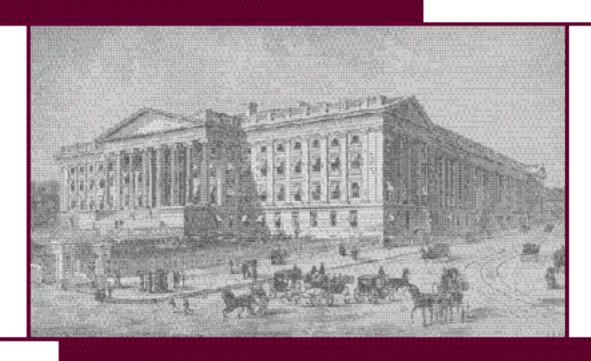
Department of the Treasury

OFFICE OF INSPECTOR GENERAL



STRATEGIC PLAN
Fiscal Years 2001 - 2005



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Authority and Responsibility

The Treasury Department Office of Inspector General (OIG) was established by the 1988 amendments to the Inspector General Act of 1978 as an independent and objective organization within the Department of Treasury. The Treasury OIG's principal responsibilities under the Inspector General Act of 1978 (IG Act), as amended, include:

- Providing policy direction, and conducting, supervising and coordinating audits and investigations relating to the Treasury programs and operations.
- Recommending policies, conducting activities, and coordinating relationships between Treasury and other federal agencies, state and local governments, and non-governmental entities to promote economy and efficiency in the administration of, and to prevent and detect fraud and abuse in, Treasury programs.
- Keeping the Treasury Secretary and Congress informed about fraud and other serious problems in agency programs and operations.

The IG Act provided that the agency could not prevent or prohibit the OIG from carrying out audits or investigations. An exception to this provision in the 1988 amendments made the Treasury OIG subject to the authority of the Treasury Secretary for operations that require access to sensitive information concerning ongoing criminal investigations; undercover operations; the identity of confidential sources; deliberations on policy matters that could reasonably have a significant influence on the economy or market behavior; intelligence matters; or other matters the disclosure of which would constitute a serious threat to national



security or the protection of high level government officials and other designated individuals. If the Secretary exercises the authority to prohibit the IG from performing an audit or investigation, the Secretary must notify the IG and explain the decision. The IG must transmit a copy of the notice to Congress within 30 days after receipt.

The Treasury OIG has oversight responsibilities for internal investigations performed by the internal affairs offices of the Bureau of Alcohol, Tobacco and Firearms (ATF), the U.S. Customs Service (Customs), and the U.S. Secret Service (Secret Service). The heads of these bureau offices must report their significant activities to the OIG. The IG may still conduct audits and investigations in these offices as considered appropriate.

The Treasury OIG initially had the same oversight responsibilities for the internal investigations of the Internal Revenue Service (IRS), and special provisions applied to OIG access to tax returns and tax return information. However, with the passage of the IRS Restructuring and Reform Act of 1998, these authorities were transferred to the newly created Treasury Inspector General for Tax Administration (TIGTA). The Treasury Department now has two Offices of Inspector General. The Secretary of the Treasury is responsible for establishing procedures to allocate functions between the Treasury IG and TIGTA in cases of overlapping jurisdiction, and provides for coordination of audits and investigations between the two OIGs.

The Treasury OIG also has significant statutory responsibilities to report on financial statements and financial management systems under the provisions of the Chief Financial Officers Act of 1990 (CFO Act), the Government Management Reform Act of 1994 (GMRA), the Federal Financial Management Improvement Act of 1996 (FFMIA), and certain other statutes.

Treasury OIG Organization and Functions

The OIG is organized into four functional areas as described below. In addition to the Washington D.C. area, audit and investigative field offices are located in ten cities in four regions around the nation.

Office of Audit

The Office of Audit (OA) performs audits or provides oversight for audits performed by others in order to promote economy and efficiency throughout the Department, comply with mandated audit requirements, and detect and reduce fraud, waste and abuse. OA includes an Evaluations Division that conducts limited, quick response reviews of the Department's management, policies and programs.

Office of Investigations

The Office of Investigations (OI) is responsible for the investigative activities relating to complaints of fraud, waste and abuse of the programs and operations of the Treasury Department. OI is also responsible for providing oversight of the internal investigations conducted by three of the Department's law enforcement bureaus: ATF, Customs and Secret Service.



Management Services

Management Services is responsible for resource and policy activities that support the mission of the OIG. This includes providing personnel, budget, procurement, facilities management, training; providing IT technical services and advice to OIG staff; developing and maintaining OIG policies and procedures; coordinating preparation and submission of semiannual and other accomplishment reports; and responding to data calls from the President's Council on Integrity and Efficiency (PCIE) and other organizations.

Office of Counsel

The Office of Counsel provides legal advice on audits, investigations, and administrative matters; provides services within and outside the Department relating to civil, criminal and administrative litigation, including proceedings at the Equal Employment Opportunity Commission and the Merit Systems Protection Board; conducts ethics training, provides ethics advice, and assures compliance with financial disclosure requirements; responds to requests for information pursuant to the Freedom of Information Act and Privacy Act (FOIA/PA); and reviews proposed legislation and regulations.

OIG Mission & Vision

he Treasury OIG mission, which is based directly on our responsibilities established in law, is to:

- Conduct and supervise audits and investigations relating to Treasury programs and operations.
- Promote economy, efficiency and effectiveness in the administration of Treasury programs and operations.
- Prevent and detect fraud, waste and abuse in Treasury programs and operations.
- Keep the Congress and the Treasury Secretary fully and currently informed about problems and deficiencies in Treasury programs and operations, and the need for and progress of corrective actions.

The vision of the Treasury OIG is to:

• Be recognized as a leader among OIGs in protecting and promoting the interests of the Government and the public.



- Employ a workforce that embodies the highest standards of professionalism, technical skills and innovation.
- Be an organization that builds upon success and embraces change as an opportunity for continuous improvement.

Guiding Principles

he guiding principles of the Treasury OIG are to:

- Produce high quality products and services that are accurate, timely, relevant and responsive to the needs of decisionmakers.
- Ensure fairness, integrity, independence, objectivity, proficiency, and due care in performing our work.
- Promote teamwork and open communication among OIG components.
- Encourage and reward innovation, creativity, dedication, and productivity.
- Foster an environment of respect, equal opportunity and diversity for the OIG workforce.

Environmental Factors

his plan is based on a variety of assumptions or environmental factors that must be evaluated on an ongoing basis. Major changes in these underlying assumptions could significantly impact OIG resource allocation and the achievement of OIG goals and objectives. Environmental factors fall into two broad categories: (1) factors regarding Treasury operations, which in turn affect the identification of high impact/high risk areas for OIG audits, evaluations and investigations, and (2) factors regarding OIG operations, which relate to human resource needs and effective management of the OIG.

Environmental Factors Regarding Treasury Operations

Administration, Department and Congressional Priorities: Major changes in Administration, Department or Congressional priorities, including new mandated requirements, could affect OIG goals and objectives. For example, proposed legislative initiatives to increase OIG reporting responsibilities with respect to performance information and computer security, if enacted, could have a significant impact on OIG resource allocation.



- Major Systems Implementation Requirements at Treasury: The Department is not in compliance with the financial management systems requirements of FFMIA. Present systems generally do not provide managers with timely, reliable and useful information regarding financial condition and operating results. Also, present systems are not capable of integrating financial reporting, managerial cost accounting, budgetary information and program performance reporting. Major new systems are needed to generate accurate financial statements; integrate financial, budgetary and performance reporting; and link costs to program outputs and results. The time frame for full implementation of these new systems requirements is expected to extend beyond the three year horizon contemplated in FFMIA.
- Effects of Technology Advances on Treasury Operations: Expanded usage of the Internet, e-commerce, cyberbanking, electronic cash and other technological advances will result in an increasingly "paperless" environment. These developments should enhance service delivery but will also increase vulnerability to electronic fraud.

Environmental Factors Regarding OIG Operations

- Core OIG Responsibilities are Set in Statutes and Determine Priorities: The
 workload of the OIG is driven by the requirements of the IG Act as well as other
 statutes prescribing specific IG reporting responsibilities. Responding to external
 requests and discretionary work will necessarily be limited in light of our overall
 resource constraints.
- Flat Budgets, Except for Inflation: Our strategic goals and objectives are predicated on the assumption that OIG budget and staffing levels will remain constant over the next three years. A significant decrease in personnel or dollar resources would adversely affect the ability to achieve our goals and objectives. Significant differences in the salary and support costs of investigators versus auditors also affect OIG staffing allocations.
- A Highly Skilled and Versatile OIG Workforce: Greater reliance on EDP systems and the technological demands of the transition to a "paperless" environment will require a highly skilled and versatile OIG workforce. Advanced computer skills, as well as interdisciplinary capabilities, will be needed to audit, evaluate and investigate Treasury programs effectively. Similar skills will also be needed to manage OIG operations.
- A Strong OIG Business Infrastructure: Effective management of the OIG will require a strong business infrastructure. This will require significant investments in information technology to modernize current systems and processes in order to (1) provide timely and reliable information to manage the OIG, and (2) equip the OIG workforce with the necessary tools to conduct efficient audits, evaluations and investigations.



Strategic Goals and Objectives

Goal 1

Improve the Economy, Efficiency, and Effectiveness of Treasury Programs and Activities

Related Objectives

- Plan and execute audits, evaluations and fraud awareness programs designed to

 (1) improve the economy, efficiency, and effectiveness of Treasury programs and activities with an emphasis on significant management challenges, and (2) detect and prevent fraud and abuse.
- Effectively communicate the results of audits and evaluations to achieve maximum improvement to Treasury programs and activities.

Strategies for Achieving Objectives

- Develop and annually update our inventory of (1) core "issue areas" for all Treasury programs and activities supporting the Department's missions, and (2) the most significant challenges facing Treasury management. This will be done by, among other things, maintaining an on-going relationship with management as well as Administration and Congressional stakeholders.
- Develop a dynamic planning process, in coordination with the Office of Investigations, to identify specific audit, evaluation, and joint OA/OI projects having the highest impact. The planning process will consider and embrace rapid changes in priorities, unanticipated events, and emerging trends.
- Conduct periodic internal Quality Assurance Reviews of OA operations throughout the country, and participate with other Federal agency OIG Offices of Audit in triennial external peer reviews pursuant to requirements set forth in Government Auditing Standards and guidance issued by the PCIE.

Anticipated Outcomes

- Acceptance of recommendations from OIG audits and evaluations to increase efficiency, improve controls, and reduce the risk of fraud and abuse in Treasury programs and activities.
- Achievement of dollar savings and revenue enhancements identified by OIG audits and evaluations.



Goal 2

Strengthen Treasury Financial Management through Mandated Audits and Oversight Responsibilities

Related Objectives

- Accomplish all financial statement audit requirements for the Treasury Department and its component entities, as required by the CFO Act, GMRA, and other statutes.
- Leverage audit resources to meet mandated audit requirements in the most efficient and economic manner.
- Effectively communicate audit results to the Department, the Office of Management and Budget (OMB), and the Congress.
- Encourage prompt and effective actions by the Department to develop and implement remediation plans to address audit findings and recommendations.

- Develop and execute annual plans for the financial statement audits of the Treasury Department and its component entities, utilizing an optimal mix of OIG, U.S. General Accounting Office (GAO) and contractor audit resources.
- Execute an annual memorandum of understanding with GAO that establishes
 respective OIG and GAO financial statement audit responsibilities at Treasury,
 maximizes overall audit efficiency, and supports Treasury as well as Government-wide audit reporting objectives.
- Establish and execute contract arrangements for audits to be performed by independent public accountants.
- Establish and execute funding agreements which provide for all contracted audit costs and all travel costs related to financial statement audits to be borne by the audited entities.
- Provide advisory services to Treasury managers to improve financial systems, processes, accounting practices and management controls.



Anticipated Outcomes

- Full compliance with all mandated audit and oversight responsibilities.
- Acceptance of audit recommendations to improve financial management systems, strengthen internal controls, and improve the accuracy, timeliness and usefulness of financial information.

Goal 3

Protect the Integrity of Treasury Operations and Programs by Identifying and Investigating Issues Relating to Fraud, Waste, Abuse and Other Misconduct

Related Objectives

- Identify areas of high risk for fraud, waste, abuse and other misconduct.
- Strengthen the coordination and teamwork between OA and OI.
- Provide oversight of the internal affairs or inspections divisions of the Department's law enforcement bureaus.
- Conduct proactive investigative activities.
- Assist the Department in developing and maintaining an effective integrity awareness program.
- Establish and maintain positive relationships with external stakeholders.

- Conduct fraud and integrity awareness briefings.
- Perform joint engagements with OA focused on fraud, waste and abuse.
- Develop effective liaison with Department senior officials and key Congressional staff
- Provide clear and accurate testimony on criminal and administrative matters.
- Conduct intensive oversight reviews.



Anticipated Outcomes

- Dynamic investigative strategies which incorporate OA and OI resources.
- Improved effectiveness and efficiency of law enforcement bureaus' internal affairs operations.
- Strong working relationships with senior Department officials and key congressional staff.
- Establish OI as an experienced, responsive investigative component capable of meeting challenges.
- Heightened awareness by Treasury officials of their responsibilities to maintain integrity in the Department's programs and operations.

Goal 4

Attract, Develop and Retain a Highly Skilled OIG Workforce.

Related Objectives

- Hire the most qualified people.
- Provide professional development to enhance job performance and further career goals.
- Foster diversity and respect.
- Recognize and reward performance that contributes to the achievement of the OIG mission.

- Regularly assess current skills inventory and OIG hiring needs to carry out the OIG's mission, and plan strategies to recruit well-qualified individuals.
- Identify the education, skills and experiences necessary for positions in each OIG discipline.



- Provide for an effective succession for key retiring managers and staff.
- Work with OIG components to assess training and development needs for career occupations and address OIG –wide training, such as supervisory and Equal Employment Opportunity (EEO) training, information technology training, retirement planning, etc.
- Work with managers and employees on individual development plans to address individual training and development needs.
- Explore new human resources authorities and initiatives to identify ways to provide staff with increased developmental opportunities.
- Establish a fair and equitable allocation of resources for OIG training.
- Promote diversity through training programs, equal opportunity for advancement, and recruiting from diverse sources.
- Work with OIG component managers to determine personnel problem areas needing attention and develop strategies for addressing them.
- Establish performance recognition programs emphasizing rewarding employees throughout the year for achievements consistent with OIG goals and objectives.

Anticipated Outcomes

- Highly skilled and versatile OIG workforce.
- Diverse OIG workforce.
- OIG vacancies filled quickly and effectively to utilize budget and staffing allocations.
- Fewer employee EEO complaints and grievances.
- OIG environment in which employees are motivated to excel and achieve their highest potential.

Goal 5

Manage OIG Operations Effectively and Efficiently

Related Objectives

Establish a strong OIG organizational and business infrastructure.



- Effective use of information technology to manage OIG operations and support audits, evaluations and investigations.
- Improve coordination and cooperation among OIG components to maximize use of resources.
- Establish and maintain effective OIG administrative processes, policies and procedures, with internal review and revision components.
- Provide quality and timely legal advice on issues that arise in audits, evaluations, investigations, management, personnel, and other matters relating to the operations of the OIG.
- Provide a modern, attractive and well-equipped OIG working environment.

- Evaluate and adjust as needed the individual component and OIG-wide organizational structure and functional alignments.
- Regularly assess OIG work products and services to ensure that they meet established quality standards, are delivered timely, and are responsive to user needs.
- Develop a Strategic Information Technology Plan focussing on OIG business processes and how IT should enable or enhance those processes. Develop an IT investment decision model that includes newly developed or identified IT to enhance a particular business process or enable a new business process.
- Provide for an orderly transition from current hardware and software configurations to new IT investments.
- Improve dissemination of OIG work products through the OIG internet website and other electronic means.
- Assure that OIG fulfils its legal responsibilities for compliance with respect to the FOIA/PA, litigation matters and reporting requirements, and ethics training and reporting.
- Develop, publish, maintain and effectively communicate an OIG policy and directive system.
- As part of the new agreement for cross servicing of accounting services develop better and more timely management reports and incorporate increased flexibility in the accounting system to accommodate component needs and changing priorities.



 Regularly assess office environment needs, to include space allocation, furniture, equipment, etc. Use findings to realign, plan, and budget appropriately.

Anticipated Outcomes

- An OIG that is managed and operated as a successful business to achieve its goals and objectives.
- Modern information technology infrastructure, including a management information system which provides accurate, timely and useful information for more effective and efficient OIG management.
- Greater flexibility in the use of resources to enable the OIG to more quickly and effectively address new initiatives and priorities and achieve greater productivity.
- Current policy and procedural guidance consolidated in a single, centralized publication.
- An economic, efficient, attractive and productive OIG working environment.

Linkage of OIG Strategic Plan with OIG Annual Plans

he strategic plan is the foundation or blueprint for the annual planning process. The annual plans should reflect work priorities, resource allocations and performance measures directly related to the goals and objectives in the strategic plan. This linkage should enable evaluation of the OIG's annual performance in meeting long term goals and objectives.

Each year, the OIG develops and publishes a plan of the work it expects to accomplish during the fiscal year. This annual plan details the specific work for the major components—Office of Audit, Office of Investigations, and Management Services and Office of Counsel. That work is designed to be consistent with the mission, goals, and objectives outlined in this strategic plan. The relationship between the annual plans for the major OIG components and this strategic plan is presented in the following sections.

Office of Audit

The Office of Audit's goals are to: (1) improve the economy, efficiency, effectiveness, and integrity of Treasury programs and activities, and (2) strengthen Treasury's financial management through mandated audits and oversight responsibilities. We have developed a framework within which all Treasury programs and activities can be considered for audit or evaluation through the identification of 18 core "issue areas." This universe of issue areas is fairly static over time in that they cover the breadth of Treasury's four missions and supporting programs and activities. However, we periodically reassess and update the issue areas in



response to changes that may have occurred in Treasury's programmatic responsibilities and organizational structure. For example, several years ago Treasury was given a new responsibility to award and administer grants to financial institutions for community development activities. This resulted in establishing a new issue area—Grant and Award Administration.

Annually, we identify the most significant challenges currently facing Treasury management. This annual assessment started in 1997 in response to congressional inquiries and is now required by the Reports Consolidation Act of 2000. For 2001, we identified nine significant management challenges as follows:

- Information security
- Treasury's information technology investment management
- Money laundering/bank secrecy
- Narcotics interdiction and trade enforcement
- Revenue protection
- Violent crime
- Implementation of the Government Performance and Results Act
- Financial management at Treasury/Compliance with the Federal Financial Management Improvement Act
- Safety and soundness of the banking industry

The universe of significant management challenges is, in effect, a subset of our core issue areas and is subject to change from one year to the next. For example, for 2000 we removed one significant management challenge involving Treasury's debt collection initiatives and electronic funds transfer and added two new challenges--violent crime and money laundering/bank secrecy — violent crime/gun control and money laundering/bank secrecy — in response to increasing concerns about threats to the public welfare posed by crime and criminal organizations. For 2001, we added another challenge — safety and soundness of the banking industry — because of: (1) shifts in fundamental economic factors such as a decline in banking industry quarterly earnings after a lengthy period of record profits, and (2) the lifting of decades-old restrictions on banking activities by the Gramm-Leach-Bliley Financial Services Modernization Act. However, most of the significant management challenges have been reported as such for several years and will likely remain concerns for an extended period due to the nature of the challenges.



Specific projects included in our annual plan and the questions to be answered by these projects evolve from a variety of sources such as:

- Our institutional knowledge of Treasury programs and activities, and related risks.
- Input by the Office of Investigations.
- Requests or suggestions from Treasury management.
- Specific requests or concerns expressed by OMB and the Congress.
- New legislation, Treasury organizational changes, new system development efforts, etc., that warrant early audit or evaluation involvement.
- The need to follow up on previous audit work to determine if planned corrective actions were implemented and effective.

Typically, our annual planning process identifies many more high impact projects than we can perform within our limited available resources. Thus, we must make decisions as to what projects we will schedule for any particular year. Also, it may make sense to defer some projects to a future period. Our annual work plan captures these projects so that they can be appropriately considered for inclusion in future plans.

Office of Investigations

Ol's principal goal is to assist the Department in protecting and maintaining the integrity of Treasury programs by investigating allegations of criminal violations and serious misconduct. In carrying out investigations, we ensure they are conducted and reported in an independent, timely, objective, and impartial manner.

OI will continue to develop an effective working relationship with the Department by ensuring that the Department's employees and contractors are familiar with indicators of fraud and abuse and ensure that they are being promptly reported. We will conduct timely investigations and objectively report our findings to criminal and civil prosecutors, as well as the Department's management and other stakeholders. We will measure our progress toward achieving this goal by an effective liaison program with our stakeholders.

Management Services

The Office of Management Services' annual plan is closely related to Goals 4 and 5 in the OIG strategic plan. In particular, the annual plan for Management Services provides for:

 Developing a consolidated Training Program to meet the continuing education and development needs of OIG employees.



- Streamlining processes to provide better service to employees and to provide up to date information to managers.
- Focussing on OIG business processes to ensure that leading edge technology advances are included when making decisions to enhance those processes.
- Implementing a system of policies and procedures with internal review and revision requirements.
- Establishing OIG procurement procedures and developing an acquisition plan for future fiscal years.
- Assessing office space requirements for newly authorized field offices and developing office space size standards.
- Implementing new accounting services.

Office of Counsel

As set forth in the annual plan, the Office of Counsel provides support for essentially every function of the Office of Inspector General. Accomplishing this mission requires a high degree of flexibility and careful coordination with the other divisions of the OIG. By its nature, the work of the Office of Counsel largely depends on activities and developments outside the immediate office.

Recurring work can be anticipated and readily scheduled. Much of the ethics work, personnel litigation, responses to requests for documents and information requests fit into this category. The Office of Counsel also plans to assume operational responsibility from Departmental Offices for OIG records under the FOIA and Privacy Act. Each lawyer and paralegal in the office brings expertise in certain areas of the law that enables work to be assigned to produce the most efficient and accurate results.

The Office of Counsel will continue to improve its responsiveness to the needs of the OIG and maintain a high level of professionalism appropriate to the OIG.

Relationship of OIG Strategic Plan to Treasury Strategic Plan

n its strategic plan for Fiscal Years 2001-2005, the Department of the Treasury identified 13 strategic goals that are tied to its four missions. Its missions and related strategic goals follow:

- Economic Mission: Promote Prosperous and Stable American and World Economies
 - Strategic Goal: Promote Domestic Economic Growth
 - Strategic Goal: Maintain U.S. Leadership on Global Economic Issues



- Financial Mission: Manage the Government's Finances
 - Strategic Goal: Collect Revenue Due to the Federal Government
 - Strategic Goal: Manage the Federal Government's Accounts
 - Strategic Goal: Cost-Effectively Finance the Federal Government's Operations
 - Strategic Goal: Improve the Efficiency of Production Operations and Maintain the Integrity of U.S. Coin and Currency
- Law Enforcement Mission: Safeguard Our Financial Systems, Protect Our Nation's Leaders, and Secure a Safe and Drug-Free America
 - Strategic Goal: Combat Money Laundering and Other Financial Crimes
 - Strategic Goal: Protect Our Nation's Borders and Major International Transportation Terminals from Traffickers and Smugglers of Illicit Drugs
 - Strategic Goal: Reduce Violent Crime and the Threat of Terrorism
 - Strategic Goal: Protect Our Nation's Leaders and Visiting Dignitaries
 - Strategic Goal: Provide High-Quality Training for Law Enforcement Personnel
- Management Mission: Continue to Build a Strong Institution
 - Strategic Goal: Support the Achievement of Business Results
 - Strategic Goal: Improve Customer Satisfaction
 - Strategic Goal: Improve Employee Satisfaction

While the OIG strategic plan is not directly tied to Treasury's strategic plan, our annual work plan does cover a broad range of Treasury programs and activities supporting the Department's four missions and related strategic goals. As part of our audit planning process, we have identified 18 core "issue areas," each of which addresses one or several Treasury missions. The linkage of OIG issue areas to the Department's missions that they principally address follows:

Mission

Promote Prosperous and Stable American and World Economies

OIG Core Issue Area

- Safety and Soundness of Financial Institutions
- Fair and Equal Access to Financial Services
- Trade and Passenger Processing
- Grant Award and Administration
- Foreign Asset Control
- Contributions to International Financial Institutions



Manage the Government's Finances

- Government-wide Financial Management Services
- Revenue Collection
- Financing and Accounting for the Public Debt
- Manufacturing Operations
- Marketing and Distribution

Safeguard Our Financial Systems, Protect Our Nation's Leaders, and Secure a Safe and Drug-Free America

- Money Laundering, Bank Secrecy Act, and Criminal Enforcement
- Financial Crimes Enforcement
- Protective Operations
- Protecting the Public
- Narcotics Interdiction
- Training Operations

Continue to Build a Strong Institution

 Treasury General Management and Infrastructure Support

It should be noted that the Treasury General Management and Infrastructure Support issue area crosscuts all of the Department's missions. It encompasses such activities as financial management, information technology, computer security, performance management, procurement and human capital.



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